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Reports to the Economic and Social Council

Report to the Economic and Social Council

Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund

Summary

The present report is submitted in compliance with General Assembly resolutions 56/201 and 59/250 on the triennial comprehensive policy review.

Elements of a decision

The Executive Board may wish to take note of the report and decide to transmit it to the Economic and Social Council with the comments and guidance provided by delegations at the present session.

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I. Joint UNDP/UNFPA section

A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

Capacity development

1. In December 2006, the United Nations Development Group (UNDG) issued a position statement entitled 'Enhancing the UN's Contribution to National Capacity Development'. The position statement was prepared by a UNDG task team, in which both UNDP and UNFPA participated and, sequentially, chaired. The position statement constitutes the principle guidance to resident coordinators and United Nations country teams (UNCTs) on the design of new Common Country Assessment (CCAs) and United Nations Development Assistance Frameworks (UNDAFs), positioning national capacity development as the core component of UNCT support to national policies and plans. A UNDG capacity assessment methodology will be field tested in the fourth quarter of 2007.

2. Based on country experiences and the UNDG capacity development matrix, the UNFPA strategy continues to: (a) assist national counterparts in assessing the national capacity necessary to develop and maintain population programmes; (b) prioritize interventions intended to fill capacity gaps; and (c) support the development of indicators to measure UNFPA contributions to national capacity development. The strategy was based on an analysis of successful country programme experiences in building national capacities in population data, gender equity, and reproductive health.

3. UNDP considers capacity development part of its core contribution to human development in programme countries. Accordingly, UNDP prioritized four capacity development response strategies having significant impact on the development and retention of capacity at the national and local levels: institutional reform and incentives; leadership capacities; education, training and learning; and accountability mechanisms. The UNDP 'Results Management Guide', planning and monitoring, and evaluation frameworks have been retooled to enable more systematic engagement in, and tracking of, efforts and results in capacity development contributions.

4. UNFPA continued its process of consultation with Member States to regionalize operations. By combining existing regional technical capacity with the UNFPA Technical Advisory Programme, UNFPA will anchor technical capacity-building in regional experiences as well as in global best practices. This will ensure that the capacity-building initiatives in UNFPA programming are coordinated, coherent and region-specific. Another aspect of the UNFPA strategy being pursued in 2007 is further compilation of its inventory of South-based expertise in population issues.

5. Other UNDP core knowledge products and methodologies produced with regional and national partners to support capacity development work are: (a) policy and practice analysis; (b) synthesis of capacity development response strategies, tools and guidelines for programme application; (c) training modules for UNCTs, government and other development partners; and (d) indicators for monitoring and evaluating capacity development results.

Information technology and knowledge sharing

6. The UNDP knowledge networking model is being replicated in an increasing number of United Nations agencies, funds and programmes. This year the Economic Commission for Africa, the Food and Agriculture Organization (FAO) and the World Food Programme

(WFP) are launching knowledge networks based on the UNDP model. UNDP and UNFPA are taking a lead role with the UNCT in India through the India Knowledge Management Partnership Project, using a 'solution exchange' model. That approach is also being used in Bhutan and in a number of other countries. A common roster of consultants is now shared by six Bangkok-based United Nations organizations, using the UNDP approach to expertise management. Results to date have included improved networking on development issues; an added-value role for the United Nations as a source of ideas and enhanced collaboration; and more effective coordination within UNCTs.

7. UNFPA, with other partners, is participating in a United Nations knowledge sharing project, a global initiative sponsored by UNDP, to harmonize and facilitate common access to the knowledge and expertise of the United Nations development system. Launched in June 2007, the project seeks to harness and enhance knowledge resources and make them readily accessible for increased collaboration and further engagement with partners.

8. UNFPA knowledge-sharing initiatives are critical in building intellectual capital and corporate assets. Knowledge initiatives focus on capturing and documenting institutional and individual experiences and lessons learned to enhance and strengthen corporate programming and collaboration with external partners. UNFPA employs knowledge-sharing approaches, such as its 'Knowledge Asset Development System', to promote awareness on priority issues such as the UNFPA-sponsored global technical consultation on female genital mutilation.

9. UNDP and UNFPA are active in two inter-organization knowledge management initiatives – the knowledge management working group of the UNDG, and the knowledge management task force of the United Nations System Chief Executives Board for Coordination (CEB). The aim is to create a system-wide strategy on knowledge sharing, actively pursuing enhancement of the inter-organization mechanisms of the United Nations system. UNDP and UNFPA are piloting reciprocal access to intranet systems using a methodology that will be extended to the wider United Nations family. Six other United Nations organizations are expected to integrate their networks by 2007, and an additional 10 in 2008.

Simplification and harmonization of rules and procedures, transaction costs and efficiency

10. In line with the Paris Declaration and the 2004 TCPR, UNDG is working closely with its partners to simplify its rules and procedures and ensure the sustainability of its simplification and harmonization agenda. Key milestones initiated or implemented within the Executive Committee agencies in 2006/2007 include:

(a) *Financial regulations under International Public Sector Accounting Standards (IPSAS).* Pursuant to the adoption of these standards by 2010, and the standardization in financial policies and procedures, the Comptrollers' Group – comprising the United Nations Secretariat, UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and WFP – is compiling a set of financial regulations that will inform further harmonization of financial procedures and practices in key areas: accrual based accounting (as opposed to cash or modified cash-based accounting under IPSAS); and capitalization of assets and reporting in joint offices.

(b) *Cost recovery rates for joint offices, joint programmes and multi-donor trust funds.* Building upon harmonized definitions and principles of cost recovery initiated by the CEB and its High-Level Committee on Management, in 2006 the UNDG Management Group further harmonized rates for cost recovery for multi-donor trust funds, joint programmes, and joint offices. The UNDG Executive Committee agencies and their respective Executive Boards endorsed a harmonized cost recovery rate of 7 per cent for

donor cost-sharing projects, which should facilitate United Nations participation in multi donor trust funds.

(c) *Results-based budgeting implementation approach and reporting.* Results-based budgeting is a results-driven budgeting process whereby resources are justified using a set of expected results and associated indicators, including baselines and targets. Following approval by the High-Level Committee, and building upon earlier efforts in the harmonized format for biennial support budgets, UNDP, UNFPA and UNICEF took significant steps in 2006-2007 to harmonize results-based budgeting for their biennial support budgets.

(d) *Multi-donor trust fund oversight mechanism.* Multi-donor trust funds have become an increasingly important funding mechanism, especially in transition and post-crisis situations. The fiduciary management oversight framework approved by UNDG envisions the establishment of a multi-donor trust fund steering committee at the country level and Assistant Secretary-General and fiduciary management oversight groups at the headquarters level. This harmonized oversight mechanism will: (i) ensure a consistent process for the administrative agent and participating organizations to reach a consensus on non-standard technical dimensions and modus operandi of an established multi-donor trust fund, including required departures from the standard memoranda of understanding, letters of agreement and terms of reference; (ii) serve as a forum to address cross-cutting recurring fiduciary, legal and assurance issues regarding multi-donor trust funds; (iii) provide mechanisms for dispute resolution; and (iv) provide clearer decision-making structures and lines of accountability in multi-donor trust fund environments.

(e) *Framework for auditing multi-donor trust funds.* A framework was agreed upon by the internal audit services of 12 United Nations organizations. It provides guidelines for periodic summary reporting of the management of risk, and the status of internal controls and recommendations made by the international audit services of United Nations organizations participating in multi-donor trust funds. It applies when offices or programmes/projects in receipt of funding from multi-donor trust funds are audited.

(f) *Implementation of the harmonized approach to cash transfer* .UNDP, UNFPA, the United Nations Children's Fund and WFP adopted the common harmonized approach to cash transfers using the same methods and tools to government and non-government implementing partners which reduces the burden of United Nations procedures and rules. The harmonized approach makes use of common forms and procedures for requesting cash and reporting on its utilization while promoting capacity development initiatives. Of 135 countries, 97 have established steering committees, task forces or other governance mechanisms; 100 have prepared a detailed implementation plan; 65 have initiated or completed macro-assessments; 55 have updated or are updating clauses in country programme action plans; and 42 have initiated or completed micro-assessments. Country-level implementation of the harmonized cash transfer modality status is reported semi-annually.

(g) *Establishment of common premises and common services.* 60 United Nations Houses have been established around the world. Twenty-six projects worldwide are under implementation, with an additional 25 expressions of interest submitted to the UNDG working group on common premises. The working group provides guidance and assesses funding eligibility. Enhanced and increased common services include: common banking, leading to lower bank charges and increased service levels; common medical dispensaries, ensuring staff and dependents access to medical facilities; shared translation services and competitively negotiated conference and meeting arrangements; shared travel agents; reduced processing costs; jointly managed transport fleets; common consultancy rosters; and common procurement arrangements. Special emphasis has been

placed on the sharing of central business practices (one office) being piloted in the eight 'delivering as one' pilot countries, to gather lessons and models for common premises and services. Assessments of the Cape Verde joint office experience are also being used to inform new guidance.

11. Other key areas under discussion for inter-organization simplification and harmonization of rules and procedures include: (a) harmonized financial and administrative procedures, including chart of accounts and harmonized format for financial statement reporting, accrual accounting and capitalization of assets; (b) standardization of information technology systems that support ease of data exchange between systems and standardization of 'desktop software'; (c) procurement services, including common United Nations certification scheme for procurement specialists; simplified vendor registration; and a procurement authority framework; (d) standardization of human resources policies and procedures, and enterprise resource planning.

Coherence, effectiveness and relevance of operational activities for development

The common country assessment and the United Nations Development Assistance Framework

12. UNDP and UNFPA contributed to the February 2007 revision of guidelines and training on the CCA and the UNDAF. The revised CCA/UNDAF guidelines emphasize the centrality of country ownership, national capacity development, and the focus on national development plans and processes in the planning and implementation of United Nations system assistance. The guidelines incorporate new measures to ensure the inclusiveness of the wider United Nations system in the CCA/UNDAF process, especially non-resident and specialized agencies, funds and programmes that increase access to United Nations expertise. Recognizing the need to be flexible in responding to varied country development contexts and needs, the revised guidelines provide criteria to determine the most appropriate United Nations contribution to national development processes, including if and when a separate CCA is appropriate. The web-based electronic learning package on common country programming, with seven new modules, has been pilot tested, updated and expanded. It is being made available to all United Nations staff.

13. In 2007, a shortened time frame for country programme approval was endorsed by the Executive Boards (UNDP/UNFPA decision 2006/36; UNICEF decision 2006/19). To facilitate the work of UNCTs and allow better access to the policies and tools required to implement harmonized and simplified processes, the UNDG working group on programming policy developed and released the UNDG 'Programming Reference Guide'. Posted on the UNDG website, it provides a comprehensive, up-to-date source of UNDG programming policies, tools and training modules. UNFPA chairs a UNDG task team that provides guidance to UNCTs on results-based management and coherence in defining and applying its concepts. Further harmonized definitions for the application of results-based management will be forthcoming early in 2008.

14. Based on user experience and lessons to date, the standard template for joint programmes has been revised, resulting in one single document signed between government and participating United Nations organizations. The proposed format articulates clear lines of accountability and includes the legal, programme and financial requirements of partnering UNDG organizations. The revised guidance embraces results-based management, a human rights-based approach, gender equality, environmental sustainability, and capacity development. It promotes strategic programme prioritization, inclusiveness, coherence and transparency, with an expanded scope for new aid management environments. The new joint programme document is also being piloted by

the Millennium Development Goals Achievement Fund, financed by the Government of Spain.

15. To enhance inter-organization collaboration, UNDP, UNFPA and other partners have encouraged other United Nations entities, based on their comparative advantages, to contribute to CCAs (or alternative processes for country analytical work) and UNDAFs whenever possible.

The resident coordinator system and United Nations country teams

16. Based on a 2006 pilot in 20 countries, the UNDG 180-degree resident coordinator performance appraisal was implemented worldwide in early 2007, with input from UNCT members, non-resident organizations, the United Nations Department of Safety and Security and the Office for the Coordination of Humanitarian Affairs. Regional directors teams, chaired by UNDP, received all inputs. All the teams met and reviewed the performance of resident coordinators based on all inter-agency inputs to arrive at one joint regional directors team rating for each resident coordinator. The teams reported that a much more balanced and comprehensive rating system was achieved through the '180' process. A more comprehensive resident coordinator induction programme was successfully implemented in 2007, when training took place in New York and in Europe to include specialized agencies and other United Nations entity briefings. The recruitment, assessment, and selection of resident coordinators is being made more rigorous and inclusive as job descriptions and accountability frameworks are finalized.

17. Under the guidance of the 2004 TCPR, the deputy executive directors of the UNDG Executive Committee, chaired by UNDP, met regularly to confront the challenge of regional harmonization, offering guidance and taking decisions on key regional issues. The regional directors teams ensured full regional and country-level participation for programme and operations quality support and assurance, including monitoring the progress of joint office models and the 'delivering as one' pilots. Regional co-location and alignment were paramount to regional harmonization efforts as UNDG Executive Committee regional hubs feasibility studies were completed by each regional directors team and regional hubs agreed in Africa, Asia and the Pacific, the Middle East and Northern Africa/Arab States, and Latin America and the Caribbean. UNDP secured positions for six regional coordination officers, who will increase the capacity of the regional directors teams to provide coherent, timely programmatic support and oversight.

18. In addition to the eight pilot 'delivering as one' initiative countries that are already implementing more coherent models of programming, leadership, a unified budgetary framework and United Nations offices, potential joint office models are being discussed in over 20 countries based on consultations between governments, UNCTs, and regional directors teams. Preliminary results and lessons from the four areas of 'piloted coherence' will be assessed at the end of 2007.

Gender

19. UNDP, UNFPA, UNICEF, and the United Nations Development Fund for Women (UNIFEM) have facilitated harmonized UNCT reporting on the status of implementation of the Convention on the Elimination of All Forms of Discrimination against Women by state parties, which is regarded by the Committee members as a valuable contribution. Discussions are being held with the Office of the High Commissioner for Human Rights (OHCHR) to sustain this initiative when the Committee moves to Geneva in 2008. During the process of developing their respective strategic plans, 2008-2011, UNFPA, UNDP and UNIFEM held consultations to assess their respective niches and comparatives advantages so as to identify areas of collaboration. A draft paper entitled 'Complementarities on

Gender Equality Programming', when adopted, is expected to guide joint programming and implementation of the respective strategic plans.

20. UNDP, UNFPA and UNIFEM are members of the Task Force on Violence against Women, co-chaired by UNFPA and the Division for the Advancement of Women, and contributed to a two-year work plan to support joint programming on violence against women in the 'delivering as one' pilot countries.

21. UNFPA is cognizant that, despite significant progress since the International Conference on Population and Development (ICPD) and the Convention on the Elimination of All Forms of Violence Against Women, gaps between policy and implementation are especially significant for most women and girls living in poverty or belonging to marginalized groups. UNFPA is intensifying its contributions to national capacity development for gender equality programming across its main areas of expertise and comparative advantage, centred around four outcomes: gender equality; human rights of women and adolescent girls, especially the integration of their sexual and reproductive rights into national development plans; promoting and enabling a social environment conducive to male participation and the elimination of harmful practices and violence against women; and strengthening mechanisms and institutions for the protection of women and girls, including legal protection and enforcement. This approach, which is reflected in the UNFPA strategic plan, will be implemented taking into account any future inter-governmental agreement on a new United Nations gender equality architecture.

22. As this is the last year of implementation of the current corporate gender strategy and action plan (DP/2005/7), UNDP has engaged in a forward-looking process of developing a new corporate gender equality strategy and action plan (2008-2011) that will build on results achieved. It is designed to complement and give depth to the UNDP strategic plan, 2008-2011, providing a set of concrete targets and indicators. It will also define the institutional structure, mechanisms and resources required to achieve expected gender equality results. In an effort to deepen its accountability mechanisms, two parallel exercises are being undertaken in UNDP. One is the establishment of a baseline on the status of gender mainstreaming in UNDP through the integration of its 'gender mainstreaming scorecard' into the corporate 'balanced scorecard' to streamline data collection and updating. The other is the initiation in six countries, spanning five regions, of the Atlas pilot exercise for tracking allocations and expenditures – both mainstreamed and stand-alone investments – that promote gender equality and women's empowerment.

23. As lead agency for the implementation of the ICPD Programme of Action, and as a member of the Inter-Agency Standing Committee (IASC) on Humanitarian Affairs, UNFPA has been a strong advocate for gender, and has led the development of guidelines and training programmes that address sexual and gender-based violence in the areas of reproductive health, HIV/AIDS, and emergencies. UNFPA has worked with the Office for the Coordination of Humanitarian Affairs (OCHA) to develop a handbook on gender mainstreaming in humanitarian responses and continues to raise the need to more fully address gender as a cross-cutting issue and to scale up such efforts. UNFPA, as co-chair of this new IASC sub-working group on gender and humanitarian assistance, has a lead role in the working group on sexual and gender-based violence under the protection cluster, reproductive health under the health cluster and mainstreaming gender into the early recovery.

South-South cooperation[1]

24. The Special Unit for South-South Cooperation at UNDP performed its United Nations system-wide coordination and focal-point functions, as mandated by the General Assembly, to: (a) advocate and promote South-South cooperation as a development agenda for global and system-wide support; (b) catalyse and innovate public policy-supported and market-based mechanisms to enable all development partners to engage in and support concrete South-South and triangular initiatives; (c) facilitate and coordinate global and United Nations system efforts and monitor performance by all relevant partners; and (d) forge inclusive partnerships and mobilize resources, including from the private sector, to support South-South cooperation.

25. The inclusion of South-South cooperation in the UNDP multi-year funding framework, 2004-2007, as one of the 'drivers' of development effectiveness, has resulted in an organization-wide effort to have headquarters and country offices integrate the application of South-South cooperation in all UNDP practice areas. Consequently, regional bureaux within UNDP have been active in promoting South-South initiatives to address the particular needs of countries in their regions. The Regional Bureau for Latin America and the Caribbean, for example, decided to make South-South cooperation one of the four main focus areas in its new strategic plan, 2008-2011. The Regional Bureau for Asia and the Pacific has strengthened the promotion of South-South cooperation exchanges in its networks by establishing or strengthening national and disaster focal points in Bangladesh, China, Fiji, India, Indonesia, Islamic Republic of Iran, Maldives, the Philippines, Sri Lanka and Thailand.

26. The UNDP country offices in Albania, Argentina, Cape Verde, Chile, Rwanda and Uruguay reported their engagement in high-level triangular and bilateral South-South cooperation, particularly in the areas of poverty alleviation and democratic governance. Botswana, Burkina Faso, Equatorial Guinea, Madagascar, Thailand and the United Arab Emirates reported that HIV/AIDS was a key area where South-South cooperation had been implemented very effectively.

27. UNFPA remains committed to South-South cooperation within the framework of capacity development including census and population surveys, strengthening of national data collection and analysis systems, the planning and delivery capacity for reproductive health services, women's empowerment, and the application of a 'culture lens' to national population programmes. South-South cooperation has relied mainly on regional 'pivot' countries with region-specific experience in planning and delivering population programmes that provide technical assistance and training of professionals to other countries in the region and subregion. Brazil, Egypt, India, Iran, Senegal, Thailand, Cuba, Malaysia and Tunisia often provide this type of technical assistance. Brazil, China and India have started to provide technical support and training beyond their regions in research and analysis, and the development of new products.

The transition from relief to development

28. UNDP continues to strengthen the capacity of the United Nations resident/humanitarian coordinator to lead complex critical transitions from relief to development. As lead agency for the global IASC 'early recovery cluster' (a key element of the 2005 *Humanitarian Response Review*), UNDP continues to support the planning and initiation of early recovery activities during a crisis. This multi-agency collaboration has been activated in all new major crises since January 2006, namely, Yogykarta/Indonesia, Madagascar,

[1] More extensive information on South-South during the period 2005-2007 is available in reports submitted to the 15th session of the High-level Committee on South-South Cooperation (SSC/15/1 and SSC/15/2), as well as the report of High-level Committee submitted to the General Assembly, (A/62/39) and the report of the Secretary- General on the state of South-South cooperation (A/62/295).

Mozambique, Lebanon, the Philippines, and Peru. UNDP has assisted UNCTs in the preparation of transitional strategies and/or recovery frameworks in Haiti, Nepal and Uganda, and UNDP has negotiated inclusion of key early recovery project submissions for flash appeals and annual consolidated appeals processes with OCHA.

29. UNDP works closely with OCHA in reviewing coordination arrangements to ensure smooth transitions to development. Sub-national coordination offices, joint United Nations coordination offices and other models are being monitored to capture lessons about optimal configurations to assure predictable United Nations system responses to urgent national transition needs.

30. Progress has been made in strengthening inter-departmental and inter-organization platforms for integration in strategic mission planning at headquarters and country levels. UNDP has participated actively in the further development of the Integrated Mission Planning Guidelines with the Department of Peacekeeping Operations (DPKO) and has explored and reviewed joint programming approaches in the areas of disarmament, demobilization and reintegration, and the rule of law. Discussions are under way regarding the United Nations/African Union hybrid mission in Darfur, Sudan, and with the Department of Political Affairs (DPA) and other partners in Somalia. UNDP has collaborated with the Peacebuilding Support Office regarding support for prioritized programmes for Burundi and Sierra Leone.

31. In 2007, UNFPA continued its work to implement Security Council Resolution 1325 (2000) supporting women in conflict and post-conflict situations. UNFPA led the effort to map the extent of awareness and programmatic focus across the United Nations system on the nexus between conflict, sexual and reproductive health, and gender-based violence issues. UNFPA established a special unit to catalyse follow-up, training and coordination among the United Nations system, NGOs and field offices. UNFPA has been working with DPKO, UNIFEM and UNAIDS to develop comprehensive, coordinated subregional strategies on HIV prevention, targeting vulnerable and high-risk populations. Created in January 2007, United Nations Action against Sexual Violence in Conflict ('United Nations Action') unites the work of 12 United Nations system entities with the goal of responding to and ending sexual violence in crisis and recovery situations. United Nations Action will make security and humanitarian interventions more sustainable by supporting women's engagement in conflict prevention. United Nations Action supports women's social and political empowerment, enhancing their influence on peace negotiations and post-conflict recovery processes. United Nations Action also seeks to strengthen United Nations system reform by positioning responses to sexual violence in conflict more centrally within needs assessments and planning mechanisms, and to support improved resource allocation in the consolidated appeals process and multi-donor trust funds.

Evaluation of operational activities for development

32. In line with UNDP evaluation policy approved by the Executive Board at its annual session 2006, several initiatives have been undertaken to transform the evaluation function to: (a) engage key stakeholders, including national partners; (b) produce and disseminate guidelines, directives and supporting mechanisms for commissioning, conducting and using evaluations; and (c) support the United Nations reform agenda, particularly by participating in – and in some instances leading – initiatives under the auspices of the United Nations Evaluation Group (UNEG).

33. The Evaluation Office has conducted evaluations on UNDP assistance to conflict-affected countries; the national human development report system; the United Nations Industrial Development Organization-UNDP cooperation agreement; joint evaluations of the Global Environment Facility activity cycle and modalities; and the impact of the

international response to the Indian Ocean tsunami, among others. Country-level assessments of development results were concluded in Bhutan, Colombia, the Lao People's Democratic Republic, Jordan, Montenegro, Nicaragua, and Serbia.

34. UNFPA undertook two major evaluations in 2007, on the 2004-2007 inter-country programme to learn lessons and provide feedback into the development of new regional and global programmes for 2008-2011, and on the multi-year funding framework, 2004-2007, as an input towards the strategic plan, 2008-2011. Country offices conducted 147 evaluations of country programmes, projects and topical themes. Two independent thematic evaluations have also started, on sector-wide approaches and joint programmes in reproductive health, including HIV/AIDS.

35. UNFPA also performed assessments of country programme relevance, corporate strategic compliance, and the quality of monitoring and evaluation as part of the oversight missions undertaken jointly by evaluators and auditors. Seven such assessments were conducted in 2007. A summary of 2006 findings was reported to the annual session 2007 of the Executive Board. As a follow-up to the quality of evaluation assessment and the inter-country programme evaluation, the programming, monitoring and evaluation guidelines are being revised, and an evaluation policy and database is under development. Through UNEG, UNFPA contributed to joint working groups for 'delivering as one' pilots', gender equality and mainstreaming evaluation methodologies, and evaluation capacity development.

B. Follow-up to international conferences and the Millennium Development Goals

36. UNDP participated actively in drafting the revised Millennium Development Goals monitoring framework that was agreed at the 2007 meeting of United Nations principals in Torino. In addition to several indicator changes, the framework confirms the adoption of the following: achievement of full and productive employment and decent work for all, including women and young people (under target 1); achievement, by 2015, of universal access to reproductive health (under target 6); achievement, by 2010, of universal access to treatment for HIV/AIDS for all those in need (under target 7);and achievement, by 2010, of a significant reduction in the rate of biodiversity loss (under target 9).

37. Some examples of UNDP-supported results on the Millennium Development Goals are: (a) at least 19 countries have completed needs assessments; (b) 55 countries are undertaking detailed analyses of what it will take to achieve the Goals based on a preliminary UNDP survey of country offices; (c) the successful alignment by Azerbaijan of its poverty reduction strategy with the Goals to conclude its 10-year development strategy in 2015; (d) the pioneering 'localization' of the Goals by Albania, which drafted participatory development strategies for its regions.

38. In Brazil, a group of public and private partners and the UNCT launched a Millennium Development Goals campaign, rooted in Brazilian culture, to improve public policies and service delivery, which has helped form a pro-Goals movement by unifying civil society organizations, private sector companies and government offices. Ethiopia and Tajikistan have embraced the Goals in their poverty reduction strategies, and in Thailand, a process known as 'MDG-Plus' has focused attention on vulnerable groups, minorities, and neglected regions and issues and reprioritized government planning in favour of pro-poor interventions, including cabinet approval of 'MDG-Plus' targets. In Sub-Saharan Africa, some 40 countries have launched Millennium Development Goals-based planning processes with UNDP support. UNDP has worked closely with the other United Nations partners and the World Bank to develop a shared understanding of the technical aspects of preparing Millennium Development Goals-based strategies.

39. UNFPA continues to strengthen partnerships with civil society organizations and has supported the participation of its non-governmental organization (NGO) partners in civil society hearings in the General Assembly. In August 2007, UNFPA supported the participation of more that 100 NGOs in the Latin American and Caribbean Regional Conference on Women, held in Ecuador. The final declaration of the meeting highlighted the role of the ICPD in national and regional development. With the support of UNDG, UNCTs are identifying civil society focal points, and the scope for creating trust funds to strengthen partnerships with civil society at the country level.

40. UNDP has helped mobilize civil society in support of the Millennium Development Goals through the United Nations Millennium Campaign and its communication strategy. The Millennium Campaign has been working as a United Nations system initiative to support citizens' efforts to hold their governments accountable for the achievement of the Millennium Development Goals. The preparation and implementation of Goals-based national development strategies requires the full support of the World Bank and the International Monetary Fund. During 2007, UNDG worked closely with the World Bank to support the preparation and implementation of MDG strategies in some 10 countries in Africa and Asia. UNDP supported the Executive Office of the Secretary-General (EOSG) in the preparations for the Millennium Development Goals Africa Steering and Working Groups launched by the Secretary-General, with major development partners, on 14 September 2007.

41. During the 51st session of the Commission on the Status of Women, UNFPA supported a first-time resolution on ending female genital mutilation (51/2). At the same session, UNFPA supported the commitment to strengthen policy and programme linkages between HIV/AIDS and reproductive health in resolution 51/1 on women, the girl child and HIV/AIDS. The session resulted in agreed conclusions on the elimination of all forms of discrimination and violence against the girl child that will be transmitted to a review session in December 2007. At its 45th session, the Commission for Social Development adopted the Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond, which stresses the linkages between HIV/AIDS and reproductive health and underscores the importance of providing appropriate information to youth in order to increase their ability to protect themselves from HIV infection, other sexually transmitted diseases, and unwanted pregnancies.

42. UNDP Regional Bureaux for Africa and Asia-Pacific have made major investments to establish dedicated teams in their Regional Service Centers that support scaling up for the Goals. A new steering committee, chaired by the Associate Administrator, brings together the directors of Bureaux to review the Goal-related work of UNDP and scale up technical and operational support, working closely with the Millennium Campaign. The steering committee coordinates UNDP work with EOSG, the Department of Economic and Social Affairs, and United Nations agencies, funds and programmes. One key result is the partnership between UNDP, UNICEF and UNESCO to develop a joint approach on needs assessments and policy advice on education.

43. Finally, in the opening days of 2007, UNDP received a €518 million contribution from the government of Spain to establish the Millennium Development Goals Achievement Fund. The Fund provides grants to UNCTs in 57 eligible countries to support innovative actions that have the potential for wide replication and high impact within the framework of the global partnership for development and the Paris Declaration on Aid Effectiveness. The Fund, which works through resident coordinators at the country level, had received more than 180 joint programme proposals (valued at over $1.3 billion) to its thematic windows as of late September 2007.

II. UNDP section

A. Implementation of the reform programme of the Secretary-General and the provisions of the Triennial Comprehensive Policy Review

Funding for the operational activities for development of the United Nations system

44. The total income of UNDP and its associated funds and programmes reached almost $4.8 billion in 2006. The upward trend in contributions to regular (core) resources, initiated in 2001, was consolidated in 2006 after five consecutive years of growth. Gross regular income totalled $924 million, surpassing the $900 mark for the second consecutive year but falling short of the $1 billion interim target set for 2006 in the multi-year funding framework, 2004-2007. Volume increases in regular contributions in nominal local currency terms and exchange-rate gains were offset by shortfalls with respect to actual 2006 payments.

45. UNDP continued to rely heavily on a limited number of donors. The top 10 donors provided about 81 per cent of regular resources in 2006. While regular resources income remained volatile with respect to exchange rate fluctuations, adherence to multi-year funding mechanisms enhanced income predictability. Eleven members of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) have made multi-year contribution commitments. The political commitment of Member States to an enhanced regular resource base for UNDP is reflected in the fact that 33 programme countries made contributions to the regular resources of the organization in 2006, including 12 that increased or resumed contributions – often despite considerable internal constraints.

46. Other (non-core) contributions to UNDP reached nearly $3.8 billion in 2006. Of that amount, earmarked contributions from bilateral OECD/DAC donor governments surpassed $1 billion. Virtually all OECD/DAC donors are active in co-financing UNDP programmes. Non-core resources entrusted to UNDP by non-bilateral partners, such as the European Commission, the World Bank and the Global Fund to Fight Aids, Tuberculosis and Malaria, reached close to $1.2 billion. Local resources, channelled through UNDP by programme country governments and other local partners in support of their own national development, amounted to close to $1.4 billion, an increase of 24 per cent over 2005. As aid mechanisms available at the country level diversify and multiply, UNDP continues to be called upon to support governments to obtain, direct and manage different types of funding in accordance with national priorities.

47. Earmarked resources represent an important complement to the resource base of UNDP. However, with non-core income growth far outpacing core income growth, the ratio of earmarked to un-earmarked resources remains unbalanced. The ability of UNDP to fulfil its mandate and deliver effective capacity-building support for development, including with the help of earmarked funding, critically depends on a level of core funding sufficient to enable UNDP to pursue flexible integrated management approaches focused on long-term effectiveness and sustainability.

Crisis prevention and recovery

48. Through its Bureau for Crisis Prevention and Recovery, UNDP supports Member States in strengthening national and local capacities for conflict prevention and transformation. The Bureau also pursues progress toward gender equality in crisis prevention and recovery efforts as a key element of its current five-year strategy.

Conflict prevention

49. During 2006-2007, UNDP assisted Member States in four main areas of conflict prevention:

(a) *Building the capacity of national institutions with processes and skills for the resolution of conflicts (over land, resources, identity or representation) associated with rapid social and economic change.* A programme framework was developed in 2007 with the Nigerian Government to build national and local capacities for conflict management with regard to ethno-religious conflicts in the central states of the country and in the Niger Delta. Peace and development advisors have been deployed to several other countries, including Kyrgyzstan and Sri Lanka, to help local leaders bring communities together for common efforts towards political and economic empowerment.

(b) *Managing multi stakeholder consensus, cohesion and emerging crisis through inclusive dialogue.* The integrated United Nations Social Cohesion Programme in Guyana was concluded in 2006, having contributed significantly to ensuring the first-ever violence-free national elections, in August 2006. UNDP provided considerable support to the process of democratic consolidation in Mauritania, leading to a successful return to democracy in 2007. In Bolivia, UNDP provided technical assistance for building policy consensus on critical issues under the national constitutional reform process.

(c) *Integrating crisis risk reduction into development planning.* In 2006, UNDP supported efforts in Colombia and Nepal, the Solomon Islands and Sri Lanka, examining the nexus between youth disaffection and unemployment and violent conflict to enable development programming to better address that triad.

(d) *Developing common understanding of crises among key stakeholders.* The Sudan Conflict Management Advisory Group was formed to serve as an internal mediation resource for the management of current and emerging conflicts in Sudan. UNDP, with civil society and the Presidency of Sierra Leone, contributed to the development and implementation of a national peace consolidation strategy, later submitted to the United Nations Peacebuilding Commission. It identified short-to-medium-term risks to durable peace, as well as the priority initiatives to address those risks.

Recovery

50. Recovery programming was dominated by four major events and situations during 2006: continued recovery efforts following the Asian tsunami; the Pakistan earthquake; the continued instability in Iraq; and post-war recovery in Lebanon. Major recovery efforts have subsequently been launched following the cyclones and flooding in Southern Africa; the 2007 hurricane season in Latin America and the Caribbean; the Peru earthquake; return and reintegration in Uganda and Sudan; and flooding in East and West Africa, and South Asia.

51. Early recovery and longer-term post-conflict peacebuilding, or post-disaster recovery, remain a primary focus for UNDP activities in the following areas:

(a) *Restoration of community and personal security.* In 2006, UNDP programmes ranged from national capacity-building and awareness-raising for transitional justice in the Balkans and supporting specific transitional justice mechanisms such as the Truth and Reconciliation Committee in Liberia, to an internal security sector review in Kosovo and urban community security initiatives in Colombia. UNDP partnered with UNIFEM and DPKO to commission a study on gender and police reform in

post-conflict settings. Mine action and small arms programmes helped create a secure environment for development initiatives by addressing the impact of landmines and explosive remnants of war, and working to prevent and reduce armed violence in Mozambique, Ethiopia, Yemen, and Croatia.

(b) *Advancement of gender equality and women's empowerment advanced in peace processes*. UNDP contributed to the United Nations Action Against Sexual Violence in Conflict.

(c) *Reestablishment of basic governance functions*. While the UNDP recovery programmes contain a significant physical infrastructure and equipment component, their primary goal remains capacity-building and enabling local communities to move swiftly from emergency into recovery and development. This may entail providing equipment (such as in Iraq and Pakistan) or training local governments to plan and administer emergency assistance (as in the Maldives). UNDP collaborated with the World Bank to develop a post-disaster needs assessment, similar to the joint United Nations/World Bank post-conflict methodology, which will support national planning for transition in immediate post-crisis settings and provide a strong platform for cohesion among national and international actors.

(d) *Catalyzing economic revival*. Basic livelihoods support focused on small enterprise and trade options, agricultural and irrigation supplies, rubble clearances schemes, and other interventions. The use of participatory and self-help approaches ensured that even during the humanitarian phase, opportunities were created – such as in Iraq – for people to have decent jobs and develop skills that would be useful during the transition.

(e) *Nurtured social cohesion*. UNDP support to small arms reduction, and the disarmament and demobilization of ex-combatants was significant in the following areas: the integration of small arms issues into national development frameworks; and the destruction of hundreds of thousands of surplus or obsolete weapons and associated ammunition. Disarmament, demobilization and reintegration programmes were implemented in Afghanistan, Burundi, the Central African Republic and Somalia. Broad-based armed violence reduction and community security interventions were supported in Central America, Brazil, Haiti, Kenya and Macedonia.

National disaster risk reduction

52. UNDP assisted Member States in natural disaster risk reduction by strengthening the institutional disaster risk reduction and recovery systems and by assisting governments in mainstreaming disaster reduction in development planning. UNDP supported the development of longer-term capacities for disaster risk reduction and emergency preparedness by delivering early warning equipment in Indonesia, and helping authorities and communities produce island disaster-risk profiles and community preparedness plans in the Maldives. It also launched programmes in Africa, the Caribbean and Central Asia to help organizations develop regional frameworks to better address risks such as droughts and hurricanes. In Swaziland, technical support was provided at a government workshop to develop a national disaster management strategy.

53. Working with the International Strategy for Disaster Reduction secretariat and OCHA, UNDP supported the Capacity for Disaster Reduction Initiative, which promotes the exchange of ideas and experience on regional and national-level capacity-building for risk reduction. In Latin America and the Caribbean, this led to the launch of the Caribbean version of the report 'Reducing Disaster Risk: A Challenge for Development'.

countries made pledges to UNFPA; a similar number is expected for 2007. As of 1 September 2007, 146 countries had contributed approximately $257.5 million to regular resources, co-financing income reached $161.4 million with a projected increase to $175 million.

Country-level capacity of the United Nations system and regional support

60. Based on the Executive Director's vision for UNFPA, and building on organizational changes initiated a few years ago, UNFPA has been pursuing its regionalization strategy in line with the 2004 TCPR in support to United Nations reform efforts. UNFPA believes that this process offers an opportunity to strengthen the capacity of country offices to support the needs of programme countries, as well as improve United Nations system collaboration at the regional level. At its September session, the Executive Board approved a new UNFPA organizational structure, as well as its strategic plan, 2008-2011, its global and regional programmes, and its resource allocation system. These will lead to a more field-focused organization providing strengthened support to countries, country offices and UNCTs, as the approved organizational structure entails a shift of more resources to country level. The typology of country offices, introduced in 2003, has been reviewed in 2007 with the intention of examining its effectiveness, taking into account the new aid environment, United Nations reform and the changing needs of the organization. UNFPA will submit its biannual support budget for 2008-2009 to the Executive Board at its first regular session 2008. UNFPA is active on regional directors' teams and is involved in all of the 'delivering as one' pilot countries.

Emergency assistance in conflict and natural disaster situations

61. UNFPA works with partners at the international, national and local levels to prevent pregnancy-related deaths, HIV infection, and sexual violence. In over 45 countries affected by conflict or natural disasters, UNFPA provides emergency health supplies and equipment, technical support, and reproductive health services. UNFPA plays a critical role in building capacity across the United Nations system for addressing reproductive health, gender, and data concerns in humanitarian and recovery planning and programming as part of United Nations reform. UNFPA has developed a three-year strategy for integrating the ICPD Programme of Action into emergency preparedness, humanitarian response, and transition and recovery programmes.

B. Strategic partnerships

62. Within the framework of the UNFPA strategic partnerships programme, UNFPA has strengthened its work with United Nations system partners, including the World Bank, WHO, UNIFEM and other civil society and private sector entities, on population, health and gender issues, in particular to improve sexual and reproductive health. In 2007, UNFPA became a signatory to the International Health Partnership, an initiative launched on the 5 September 2007 by the Prime Minister of the United Kingdom. The initiative, which involves WHO, the World Bank, UNAIDS, UNICEF, the GAVI Alliance, the Global Fund to Fight AIDS, Tuberculosis and Malaria and a number of programme countries, seeks to focus urgent attention on the delivery of health-related Millennium Development Goals and on the benefits of a collective response, taking country perspectives into account. It also aims at finding ways to harmonize and align health delivery methods and support while not burdening programme countries to ensure a coherent, rationalized health landscape.

63. The partners in the initiative are working on a comprehensive two-year work plan with four interlinked areas for action: (a) enabling countries to identify, plan and address health system constraints to improve health-related outcomes in a sustainable and equitable manner; (b) generating and disseminating knowledge, guidance and tools in specific

technical areas such as health service delivery and health system performance, including results-based financing; (c) enhancing coordination and efficiency in aid delivery at all levels; and (d) accountability for and monitoring of performance, building on existing in-country review mechanisms. Seven 'first wave' countries, namely Burundi, Cambodia, Ethiopia, Kenya, Mozambique, Nepal and Zambia, have subscribed to the new International Health Partnership in order to benefit from donor and international partner coordination. This initiative provides an opportunity to consolidate the coordinated efforts of the international community to work together in support of national health programmes.

64. In addition, the heads of the seven lead health-related international organizations, together with the Gates Foundation, have joined in partnership to strengthen collaboration in global health in order to help achieve better health outcomes in developing countries. Initial discussions and actions included reviewing progress and assessing trends and future challenges in global health to agree on a set of collective actions. Specifically, the group aims to catalyse a greater sense of urgency for reaching the health-related Millennium Development Goals within their respective organizations and through a framework of mutual accountability for individual and collective actions. The group will work towards fast-tracking the completion of a normative framework for strengthening health systems that will include the delivery of reproductive health services.